# CHAPTER 8

# RECRUITING MANAGEMENT AND ANALYSIS SYSTEMS

As we start this chapter on management and analysis systems, it is appropriate to discuss this business of management. Management is not the same as leadership; it can never take its place. Management techniques do, however, affect leadership and vice versa. Both are very necessary skills for the supervisor to refine. Management concepts have evolved dramatically through the years. Navy recruiting, as the Navy in general, has been responsive to these changes in philosophy. The old management by results focused on numbers only. Recruiters were tasked with meeting numbers in virtually every prospecting and processing category. This fostered many problems. Now, recruiting supervisors are tasked with providing quality leadership by working on the methods and correcting problems through the systems. We'll still look at statistics. They are important business management tools. We'll be using those statistics to find indicators of where to start looking for problems and solutions. Statistics provide a method to identify symptoms rather than determine the final diagnosis. Statistics also show evidence of success. It is just as important to identify success so that it will continue. This chapter focuses on providing leadership by managing and improving our systems.

## PROBLEMS FOSTERED BY USING NUMERICAL GOALS TO JUDGE PERFORMANCE

We mentioned the changes in management philosophy. Let's take a look at some of the problems fostered by the old system of judging performance by the attainment of numerical goals. Avoiding these pitfalls will make your job easier and your recruiters more successful. Some of these problems are included in the following paragraphs.

### SHORT-TERM THINKING

Recruiters aimed only at attaining the numbers tended to look at the immediate concern rather than long-range recruiting efforts. The request for a presentation to middle school students was declined so the recruiters could log a few hundred phone attempts. There was no incentive to participate in activities that would benefit the recruiting command in years to come.

### MISGUIDED FOCUS

Focus has become a leadership and management buzz word The problem with focusing so much is that sometimes we fail to see the whole picture. Management by results often focused on one category of numbers that was not being met without seeing the surrounding reasons. Misguided focus results in frustration at all levels.

### INTERNAL CONFLICT

When numbers take priority, internal conflict is likely to result. The team effort gets overlooked and people are less likely to combine efforts toward a common goal. Internal conflict occurs between superiors and subordinates as well as between peers. In a business of sales, such as ours, this conflict tends to destroy attitudes that account for over half of the circle of success.

### FUDGING THE FIGURES

Focusing only on the numbers to judge performance results in the temptation to fudge on those figures. "Well, if they want numbers, I'll give them numbers," becomes a common attitude. We end up with a lot of numbers with no results to show for them. When this happens, analysis becomes difficult or even impossible. Supervisors end up pinpointing the wrong problem and training efforts are misdirected. Tempting people to fudge the numbers just does not make good leadership sense.

### GREATER FEAR

Fear is natural when too much emphasis is placed on the attainment of numbers. Fear results in poor attitudes and a catch-22 situation ensues. The more fear, the poorer the results; the poorer the results, the greater the fear. This fear often comes from within the individual. Fear of failure can be all-consuming to the point of mental exhaustion and stress overload.

## BLINDNESS TO CUSTOMER CONCERNS

Recruiters focused only on numbers are often blind to the concerns of their customers or prospects. This blindness takes the form of poor listening skills during interviews, failure to provide red carpet service during processing, and lack of good delayed entry program (DEP) management. The results are loss of contracts, fewer referrals, and higher DEP attrition. Recruiters who genuinely put their prospect first, last, and always are going to enjoy continued success.

## QUALITY LEADERSHIP

Quality leadership emphasizes results by working on the methods. Recruiting supervisors must constantly work on improving the systems and training their people. The 85/15 management rule states that 85 percent of problems can only be corrected by changing the systems. This is a management responsibility. Many problems that are attributed to the recruiters are really training problems. Training is a system. That leaves only 15 percent of the problems controlled by the recruiters themselves. This is the attitude that we, as Career Recruiting Force (CRF) members, must adopt. We must take responsibility for the problems and control the systems to correct them. We will use a variety of analysis methods to find potential problems. Always keep in mind, however, the only way to verify a problem and provide a solution is to get involved with hands-on observation and training.

# ENLISTED RECRUITING PERSONNEL MANAGEMENT SYSTEM

The Enlisted Recruiting Personnel Management System (ERPMS) is designed to allow the recruiter in charge (RINC) to manage and control all the available assets within the Navy recruiting station (NRS) to achieve goal. The zone supervisor (ZS) is tasked with providing the RINC with direction, guidance, and training to accomplish this. The ERPMS provides production personnel with an effective plan and evaluation of recruiting activities necessary to achieve goal. The system consists of the station planner, the applicant log, the ZS monthly planner/itinerary, the production analysis/training evaluation sheet, and the NF/RZ applicant tracking log. This system provides the statistics we mentioned at the beginning of the chapter. Daily production reviews (DPRs) provide the input for the ERPMS, as well as an opportunity to share the results of its evaluation. Analysis of activity statistics is crucial for proper problem identification and determination of training needs. The following paragraphs cover the ERPMS components used by recruiters, RINCS, and the ZS.

## STATION PLANNER

The Station Planner, NAVCRUIT Form 5220/18, is the primary form used for planning and executing station activities. Each RINC maintains a station planner for each week. This planner is developed by the RINC, using recruiter input based on the Production Analysis/Training Evaluation (PATE) Sheet, NAVCRUIT Form 1500/6, and all known activity to be scheduled. The planner is prepared on the last prospecting day of the week for the following week. It contains the hourly, daily, and weekly plan for each recruiter to support goal. The number of appointments and interviews planned and attained are listed each day by recruiter. Figure 8-1 shows a sample planner excerpt for one recruiter.

### Planner Preparation

There are probably as many ideas on the perfect planner as there are members in the CRF community. The objective is to develop a plan that works for the recruiters and the RINC that will be using it. Although goal-directed, plans are time-oriented. Planners will help us to plan how our time is used. They must take into account what happened last week, last month, even last year. Planning and controlling go hand in hand. Plans point the way to goal attainment and controls provide guidance to keep those plans on track. The best laid plans are only paper until the action has been applied. Each recruiter should keep some sort of time management tool for planning purposes and use when away from the NRS. The Navy supply system provides an appropriate planning calendar in spiral notebook form.

**PLANNER ENTRIES.–** All NRS functions that are planned should be entered on the planner for the coming week. The RINC should maintain a planner for each week of the month to make entries as they are planned or become known. Test and military

49NVM042

| ZS DATE AND INITIAL DURING EACH STATION VISIT 1/19/95 | | | | | | |
|---|---|---|---|---|---|---|
| | MON | TUE | WED | THUR | FRI | SAT |
| 08-0900 | PH – 1HR | PDC GOAL: 2 APPT 2HR | KIT + BRIEF BOND | MEPS | CALL RDS 1 HR | |
| 09-1000 | | ITINERARY B-1 | | RUN | JAMES, PH, 12L | LONG, PD, 13L |
| 10-1100 | | SANTA ROSA COUNTY | | PROC: BOND | | |
| 11-1200 | SMITH, PH, 12L | | | | DPR W/RINC | |
| 12-1300 | PH – 1/2 HR | JONES, 115, RD AT MHS | 1 PDC APPT MCDONALDS - 1HR | | ZONE TRAINING AT RESCEN | |
| 13-1400 | | | | | | |
| 14-1500 | BOND RN, 12L | | LONG PD, 13L | | | |
| 15-1600 | CALL ALL DEPPERS 1HR | BOND, RN, 12L | PH 1/2HR | | | |
| 16-1700 | DPR W/RINC | DPR W/RINC | DPR W/RINC | DPR W/RINC | | |
| 17-1800 | | | | | | |
| APPT | 2/2 | 2/1 | 2/2 | 0/0 | 1/1 | 0/0 |
| INT | 2/1 | 2/2 | 1/0 | 0/0 | 1/1 | 0/0 |

**Figure 8-1.–Sample planner excerpt.**

entrance processing station (MEPS) trips, itineraries, schools visits not planned in conjunction with itineraries, all training requirements, all appointments by name under the appropriate recruiter's column, and any other activities considered necessary to the successful operation of the NRS should be entered on the planner. The RINC enters the prospecting plan from each recruiter, based on activity analysis. The PATE sheet provides the information needed for the analysis. Each recruiter's prospecting plan is based on individual PATE sheet data. The use of the PATE sheet to develop prospecting plans is discussed in greater detail later in this chapter. New recruiters should use station averages from the NRS PATE sheet until they accumulate 3 months of activity. Only the first day's prospecting plan should be entered initially. The prospecting plan for the following days will be dependent upon previously attained activity. The RINC should make sure preprospecting is planned for itineraries and school visits, time off is planned as appropriate, and planned activities are sufficient to meet the station's goal. The initial plan is entered in black ink.

**PLANNER ADJUSTMENTS.–** The best laid plans will need adjustments from time to time. RINCS need to make sure activity is accomplished to keep adjustments to a minimum. Adjustments to the plan should be made in pencil, circled, and arrows used to indicate the rescheduled date and time to make analysis easier. Reducing required prospecting to reward recruiters for their success is a positive motivator. It shows immediate benefit to improvement and success for the recruiter. Continuous prospecting, however, is the key to long term success. Eliminating planned prospecting is never acceptable.

**Planner Retention Requirements**

The station planners must be maintained in-month and for the previous 12 months.

**Review and Analysis**

ZSs review and initial the station planners during each station visit. The two most important questions to ask during this review are: 1) Is the plan being followed? and 2) Is the plan working? If the answer to both questions is yes, your review is basically over. The only thing left is to possibly make suggestions to improve the efficiency of the plan to save recruiters' time and effort. If not, the following areas should be checked to determine problem areas:

- What was used for justification of the plan? Does the RINC know what the station needs to accomplish to meet its objective? Were PATE sheet projections used? Has the RINC received and reviewed the goaling letter thoroughly? Has the goaling letter been taken in to account on the plan?

- Are adjustments made? Every plan must be adjusted from time to time. Adjustments should be made based on results of the DPR. Look for the frequency of rescheduled activities. If too many adjustments are happening, perhaps the plan was not effective from the start or the RINC is not ensuring that the recruiters follow the plan when they should. In either case, training should be conducted on developing a prospecting plan and the "real benefit to them" in following it. If no adjustments are being made, be suspect. Perhaps the planner is being used as a log, after the fact. In that case, the RINC needs training on the use and benefits of the planner.

- Dots the plan allow for flexibility? The planner should allow for new additions to the schedule. There is no sense in filling in every hour of the day for the entire week. Time should remain open for new appointments and processing evolutions. Imagine the recruiter with a hot referral, scheduling the appointment a week down the road, because the planner was full.

- Look at no-show appointments. The RINC should make sure that the individual is recontacted for a new appointment and the time period is used for prospecting activity. This does not necessarily mean phone prospecting. If the time is not effective for phone power, the RINC should make sure some other type of activity is planned. This could be contacting centers of influence (COIs) for referrals, personally developed contact (PDC) canvassing, refining lists, door-knocking or making personalized mailouts to cards with no phone numbers, or any other endeavor that contributes to station goal.

**Review of Our Sample**

Let's take another look at figure 8-1. This recruiter initially planned on attaining two appointments and holding two interviews on Monday. The plan called for 2 hours of phone prospecting and 1 hour of prospecting for DEP referrals. The recruiter actually accomplished 1 and 1/2 hours phone and 1 hour DEP referrals. Since the two planned appointments were attained, no prospecting activity needed to be rescheduled. Notice one of the planned interviews was rescheduled for Tuesday.

Tuesday the recruiter runs an itinerary. The RINC and recruiter agreed on a goal of two PDC appointments and preprospecting the day before has resulted in an appointment during the itinerary. The recruiter conducts two interviews for the day but only completed half of the scheduled PDC prospecting. They reschedule 1 hour of PDC prospecting for the following day. The rescheduled interview commits to processing for the Navy so kit preparation time and a MEPS run are scheduled on the planner for the next 2 days.

Wednesday's DPR finds that the kit is complete, an appointment was made in both the PDC and phone modes, and the scheduled interview no-shows a second time. The recruiter recontacted the prospect and scheduled the interview for Saturday morning. The RINC trains the recruiter. Saturday appointments are sometimes necessary, but why schedule yourself to come in on a day off for a prospect who has a high no-show probability. The RINC reminds the recruiter to confirm the appointment the day before.

Thursday, the recruiter spends most of the day on a MEPS run and combining a supply run to the Navy Recruiting District (NRD) makes for better time management. The day resulted in no new prospecting or interviews but was very productive with the addition of a new contract.

Friday, the recruiter spends the planned hour of referral prospecting, holds an interview, and secures to attend zone training. The recruiter calls to confirm

Saturday's appointment, and is met with yet another reschedule request. This time the recruiter schedules the appointment at the prospect's house during a scheduled itinerary the next week.

This planner was effective, allowed for flexibility, and was adjusted when necessary. The recruiter followed the plan and accomplished phone prospecting in less time than scheduled, showing an improvement.

## APPLICANT LOG

Each recruiter, RINC and ZS maintains a current-month Applicant Log, NAVCRUIT Form 522012. This allows recruiting personnel and their supervisors to track applicants for possible enlistment and serves as a training tool. The *Science and Art of Navy Recruiting,* COMNAVCRUITCOMINST 1133.6, provides detailed instructions for completing the applicant log. The recruiter's log contains the names of all individuals, prospected and non-prospected, who were interviewed face-to-face, whether or not they are qualified. The RINC's log contains the names of all individuals from the recruiters' logs who appear to be qualified mentally, morally, and physically. The ZS's log should contain all of the individuals from the RINC's station logs. As a minimum, ZSs must update their applicant log daily during a DPR with each RINC. This transfer of information may be accomplished in person or by phone. Faxing of logs for this purpose is prohibited. The DPR will be explained in greater detail later in this chapter. The applicant logs must be maintained for the current and past 12 months. The applicant logs are effective analysis tools for a variety of recruiting activities. Figure 8-2 is a sample applicant log for a recruiter.

### Using the Applicant Log to Evaluate School Canvassing

When evaluating school canvassing efforts, check the applicant logs in addition to the school folders. Look for counselor referral interviews, coded RC on the log. If the log seems to be lacking in RC interviews, chances are that the station school canvassing program needs some attention. Look for total 11S interviews. You may also want to cross-check the interview dates with scheduled school visits. If many 11S interviews are being conducted at the school, delve a bit further. Are they being conducted in a one-on-one situation? Is there a reason so many prospects could not come to the office for interviews? Have follow-ups in the office been scheduled?

### Using the Applicant Log to Evaluate Itineraries

When evaluating itineraries, you should also check the applicant logs for PDC and COI referral interviews, coded PD and RI respectively. If the station has effective itineraries, they should be resulting in contracts and interviews in these modes. If you find the logs lacking in these areas, it's a good indication that you will need to spend some time training to itineraries.

### Using the Applicant Log to Evaluate DEP Leadership

The number of RD interviews on the applicant logs gives you a good clue to an important facet of DEP leadership. Are the DEP personnel being properly trained and motivated to provide referrals? A station cannot afford to miss out on this source of prospects. If you determine that there is a shortfall of RD interviews, plan on attending the next DEP meeting to find out firsthand where your training needs to be directed.

### Using the Applicant Log to Evaluate Applicant Quality

As a recruiting supervisor, you are tasked with monitoring applicant quality. The applicant log provides the information you need to determine if the station is spending time with the correct markets. Check to see if upper mental group, high school diploma graduate, minority, and potential special program applicants are being interviewed in sufficient quantities to meet the station's goal. Problems in this area may signal you to conduct RINC training on loading working ticklers to achieve station goals.

### Using the Applicant Log to Evaluate Prospecting

The applicant logs can tell you quite a bit or at least give you an indicator about prospecting within the station. One of the obvious indicators is the number of interviews being conducted in each prospecting mode. Does it appear that all the prospecting tools are being used? Is the station generating sufficient numbers of applicants? Another effective indicator is the number of interviews that

Blocked area represents yellow highlighted carry-over information.

SAMPLE

| APPLICANT LOG | | | | | RECRUITER / NRS / ZONE | | | | | | | | | | MONTH JAN 95 | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| C/O &/OR DATE | NAME LAST FIRST MI | PHONE | INT CODE | AGE | EDLV | RACE | DEPN | TEST SCORES EST | ASVAB | NFQT | | PHYSICAL PASS | TMR | FAIL | WAIV | NC DATE | DISPO | LAPSE TIME |
| C/O 12/20 | SAILOR, IMA G. | 626-0000 | PH | 17 | 11S | C | O | – | 14-82 11/5/94 | | 91 | X | | | | 1/5 | DEP | 17 DAYS |
| 1/3 | JONES, JON J. | 623-1111 | RD | 18 | 12L | B | O | 93 | 17-95 1/4/95 | | 91 | X | | | | 1/5 | DEP | 2 DAYS |
| 1/4 | SMITH, KIM T. | 626-2222 | RN | 19 | 12L | C | O | 75 | 17-65 1/6/95 | | F | | | X | M | | PMR | |
| 1/5 | TAYLOR, ROY D. | 623-3333 | PD | 17 | 11S | C | O | 50 | | | | | | | | | DECL | |
| 1/6 | LOPEZ, JUAN S. | 622-1010 | RD | 18 | 13L | H | O | 65 | | | | | | | | | DECL | |
| 1/9 | BROWN, JIM B. | 622-4444 | PH | 19 | 12L | C | O | 44 | 18-48 1/11/95 | | 88 | | | | | | DECL | |
| 1/16 | DOWNS, DON O. | 623-0101 | PH | 18 | 12L | B | O | 50 | | | | | | | | | DECL | |
| 1/22 | LOY, KIM S. | 622-5555 | RC | 17 | 11S | O | O | 99 | | | | | | | | | C/O | |
| 1/25 | COATS, CARY L. | 623-5151 | WI | 20 | 12L | C | O | 31 | 18-20 1/24/95 | | 78 | | | | | | NMQ | |
| 1/25 | CLARK, JIM L. | 622-6161 | WI | 21 | 12L | C | O | 40 | 17-22 1/26/95 | | 78 | | | | | | NMQ | |
| 1/27 | RIVER, PAT R. | 622-7777 | PH | 18 | 12L | C | O | 85 | 17-88 1/28/95 | 60 | 91 | X | | | | 1/29 | DEP | 2 DAYS |
| 1/28 | SEAMAN, DAN C. | 623-7878 | RD | 17 | 11S | C | O | 65 | | | | | | | | | C/O | |
| | | TOTALS | 11 | | | | | | 7 | | | 3 | | | | 3 | | 21 |

**INTERVIEW CODES**

PH - PHONE
RL - LOCAL LEAD
RN - NATIONAL LEAD
RD - DEP
RA - APPLICANT
RC - SCHOOL COUNSELOR
RI - COI
RS - OTHER SERVICE
PD - PDC
PN - PRO-NAVY
MO - MAIL OUT
WI - WALK-IN
RP - RAP/HARP/SEMINAR

**DISPO CODES**

C/O - CARRY OVER
NMQ - NOT MENTALLY QUALIFIED
DEP - DELAYED ENTRY PROGRAM
TMR - TEMPORARY MEDICAL REJECT
PMR - PERMANENT MEDICAL REJECT
NME - NOT MORALLY ELIGIBLE
NBQ - NOT BEERS QUALIFIED
QNE - QUALIFIED NOT ENLISTED
EOS - ENLISTED OTHER SERVICE
DIR - DIRECT SHIP
DECL - DECLINE TO ENLIST

**WAIVER CODES**

N - NRD
A - AREA
C - CNR
M - MEDICAL
O - OTHER

49NVM043

ANNEX B

Figure 8-2.-Sample Applicant Log, NAVCRUIT Form 52202

decline further processing. No station is so perfect that it will contract every interview. If all the interviews seem to end up as contracts, ask yourself if prospecting efforts are effective or are they only interviewing those people who are already planning to join, such as disguised walk-ins. Another possibility is that not all the interviews are finding their way to the applicant log. Whether this is because they are not qualified to count as an interview on the RINC's log or because they are just not being entered until they agree to process, training needs to be conducted.

### Using the Applicant Log to Evaluate Sales

Sales effectiveness indicators are also provided on the applicant log. Look for interviews that have declined further processing. Does there appear to be a common thread among the declines? Does one recruiter, objection, or type of applicant stand out? Sometimes looking at the interviews conducted over a longer period of time (month, quarter, or even year) will show you problems that might not be as apparent in the DPRs.

### Using the Applicant Log to Evaluate Processing

One of the first things to check when evaluating processing is the percent of interviews moving on to each step. This is easily seen when you take a look at the production analysis/training evaluation sheet. Another evaluator is the time between steps. If too much time elapses between processing steps, applicants will be lost. The enthusiasm built during the initial interview wanes proportionately with the time between steps. Lapse time on the applicant log readily identifies the time from interview to new contract. The 72-hour rule says we should have our applicant under contract within 72 hours of the interview. Understandably, this rule is not appropriate to all situations or areas of the country. Many times documents must be obtained or logistics preclude meeting the 72-hour timetable. It's more a sense of urgency than an ironclad rule.

## PRODUCTION ANALYSIS/TRAINING EVALUATION SHEET

The Production Analysis/Training Evaluation (PATE) Sheet, NAVCRUIT 1550/6, provides information necessary to conduct a production analysis and provide a baseline of information for the RINC and ZS to establish a prospecting plan. The information entered on the sheet is gathered from the station and zone applicant logs. The PATE sheet is the only activity analysis form authorized by the Commander, Navy Recruiting Command (COMNAVCRUITCOM). Figure 8-3 is a sample PATE sheet for a recruiter.

### PATE Sheet Maintenance

Each recruiter, RINC, and ZS maintains a current month PATE sheet. Recruiters and RINCs attach their PATE sheets to their respective applicant logs for retention. ZSs submit their zone PATE sheet to the CR at the end of each month, keeping a copy for their files. The PATE sheet has five sections:

- Section I - Prospecting Generated. This section is a guide for recruiter generated activity and provides the data for building the weekly prospecting plan. Three months of phone, PDC, and DEP referral activity along with actual hours spent in each mode are entered and averages computed.

- Section II - Other Generated Activity. This section allows the recruiter, RINC, and ZS to determine the effort and contribution to new contract goal from other sources such as LEADs, NALTs, and PRO-NAVY referrals.

- Section III - Average Time of Interview to New Contract. This section provides a measurement of recruiter sense of urgency and effectiveness. This information is important when implementing prospecting plans.

- Section IV - Processing Analysis. This information provides a baseline of information that allows the recruiter, RINC, and ZS to determine time management, sales effectiveness, and required processing activity necessary to attain goal.

- Section V - Training Required. This section is used to document identified weaknesses. Numbers alone do not represent an analysis. You need to provide a narrative of what was learned from the documentation of the previous sections. After recording the information in this section, schedule, conduct, and document the training.

### Using PATE Sheet Data

The PATE sheet is used for planning, evaluation, and analysis. The sheet provides each recruiter with data needed to develop prospecting and processing plans. It helps the supervisor track activity to determine if current prospecting and processing levels will be sufficient to meet goals. It also provides information necessary to make adjustment decisions during the month.

**DEVELOPING PROSPECT PLANS FROM PATE DATA.–** Recruiters develop their prospecting plan based on the information from their PATE sheets. They should plan contracts from proven modes of prospecting, while still working on the modes that have not been as successful. Their plans should be based on what they have done in the past, even though training is being conducted to improve the future. Common sense must be used when the hours required for planned contracts become unmanageable. The RINC should work with the recruiter to come up with a workable plan while training is taking place. Make sure recruiters understand that the planned hours of prospecting are based on their history. Their goal should be to meet the required appointments, interviews, and ultimately contracts with less hours of prospecting than planned. This shows improvement and greater efficiency. Recruiters also need to be aware of their average time from interview to new contract so they know when activity should be completed to result in the contracts needed for station goal.

**IDENTIFYING STRENGTHS AND WEAKNESSES FROM PATE DATA.–** Supervisors must analyze their PATE sheets to identify strengths and weaknesses. This information is used to determine and plan training needs. ZSs can compare

## ANNEX C

### PRODUCTION ANALYSIS TRAINING EVALUATION (PATE)

MONTH FEB 95 RCTR / NRS / ZONE SAMPLE

**SECTION I PROSPECTING GENERATED**

| | PH | | | PD | | | RD | | |
|---|---|---|---|---|---|---|---|---|---|
| MONTH | HRS | A/I | NC | HRS | A/I | NC | HRS | A/I | NC |
| NOV 94 | 10 | 6/4 | 1 | 4 | 2/0 | 0 | 4 | 2/2 | 0 |
| DEC 94 | 8 | 7/5 | 1 | 6 | 1/1 | 0 | 4 | 4/3 | 1 |
| JAN 95 | 12 | 6/3 | 2 | 8 | 2/1 | 0 | 4 | 4/3 | 1 |
| TOTALS | 30 | 19/12 | 4 | 18 | 5/2 | 0 | 12 | 10/8 | 2 |

Divide total HRS, APPT and INT by total NC to obtain average.

| | TIME | APPT | INT | NC |
|---|---|---|---|---|
| REQ'D FOR 1 PH NC | 7.5 | 4.8 | 3 | 1 |
| REQ'D FOR 1 PD NC | N/A | N/A | N/A | 1 |
| REQ'D FOR 1 RD NC | 6 | 5 | 4 | 1 |

Enter average in chart above.

**SECTION II OTHER GENERATED**

| | RL | | RN | | PN | | RC | | RI | | RA | | RP | | MO | | RS | | WI | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| MONTH | INT | NC | INT | NC | INT | NC | INT | NC | INT | NC | INT | NC | INT | NC | INT | NC | INT | NC | INT | NC |
| NOV 94 | 2 | 0 | 2 | 1 | 0 | 0 | 1 | 0 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 1 |
| DEC 94 | 0 | 1 | 0 | 0 | 0 | 0 | 2 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 |
| JAN 95 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 0 |
| TOTALS | 2 | 1 | 3 | 1 | 0 | 0 | 4 | 1 | 3 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 5 | 1 |

**SECTION III AVERAGE TIME OF INTERVIEW TO NEW CONTRACT**

| MONTH | NOV | DEC | JAN | TOTALS |
|---|---|---|---|---|
| NC's | 4 | 4 | 3 | 11 |
| DAYS | 12 | 20 | 21 | 53 |

$$\underset{\text{(Days)}}{53} \div \underset{\text{(NC's)}}{11} = \underset{\text{(AVG)}}{4.8}$$

**SECTION IV PROCESSING ANALYSIS**

| MONTH | APPTS | INTS | EST's | ASVAB | PASS | TMR | PMR | TOTALS | NC |
|---|---|---|---|---|---|---|---|---|---|
| NOV 94 | 32 | 15 | 12 | 10 | 4 | 1 | 0 | 5 | 4 |
| DEC 94 | 20 | 13 | 12 | 6 | 4 | 0 | 0 | 4 | 4 |
| JAN 95 | 21 | 11 | 11 | 7 | 3 | 0 | 1 | 4 | 3 |
| TOTALS | 73 | 39 | 35 | 23 | 11 | 1 | 1 | 13 | 11 |
| 1 NC | 6.6 | 3.5 | 3.2 | 2.1 | 1 | | | 1.18 | |

**SECTION V**

TRAINING REQUIRED LOOKING GOOD BUT WE'LL WORK ON PDC'ING - RINC WILL ACCOMPANY ON NEXT IT (WI AVERAGE SKEWED BY 3 NON-QUALS)

NAVCRUIT 1500/6 (6-94) CH-4

49NVM044

**Figure 8-3.– Sample PATE sheet.**

stations' activity requirements per contract to identify stations that may need additional training. Supervisors can use the information to identify prospecting and processing problems. Remember, the form helps identify possible problem areas. You will need to dig deeper to find out the actual cause. On the positive side, the PATE sheet will also identify those stations that are most efficient. Call on these RINCs to share their success strategies at zone training sessions. The *Science and Art of Navy Recruiting*, COMNAVCRUITCOMINST 1133.6, provides a comprehensive trouble-shooting guide for activity and processing analysis.

## ZONE SUPERVISOR MONTHLY PLANNER/ITINERARY

Each chief recruiter (CR), ZS, NRD trainer, and NF/RZ recruiter maintains a Monthly Plainer/Itinerary, NAVCRUIT Form 5220/1, that is published and distributed to each NRS and key NRD and MEPS personnel. We will only cover the ZS planner.

### Publishing and Long-Range Planning

Only the current month's planner/itinerary needs to be published, but it is recommended that 12 out-month planners be maintained for long-range planning purposes. Use the out-month planners to list follow-up station visits, known meetings, conferences, leave, and the like.

### Preparation of the ZS Monthly Planner/Itinerary

The first consideration in the preparation of the ZS monthly planner/itinerary is your zone's needs. Consider recruiter qualification standards (RQS) training and qualification needs, specific training requirements, inspections, follow-up visits, DEP meetings, zone meetings, RINC training, and time to meet and indoctrinate new personnel. Other considerations include personal and professional meetings and commitments and leave and liberty. Leave some flexibility in your planner. You need some time slots left open to take care of unexpected production problems, interview potential attrites, and honor requests for assistance within the zone. Within the space restraints of the planner, try to include not only the name of the station, but also the main purpose you want to accomplish during that visit. This serves as a reminder to the RINC if certain personnel need to be present. You may find that some problems are taken care of before you arrive to train them simply because they know what you are coming to check. We discuss frequency of planned visits in chapter 9, "Meetings, Visits, and Inspections."

## RINC DPR

The DPR is the most important one-on-one time that RINCs spend with their recruiters. Conducted at the end of each day or before the start of the next working day, the daily production review allows for evaluation of prospecting and processing efforts as well as an overall status of the recruiters' contributions to station goal. Besides production updates, the review provides a good time to check recruiters for attitude, motivation, and general morale. Usually, the RINC will have obtained most of the DPR information during the course of the day. The one-on-one DPR still needs to be accomplished to get the big picture, provide training, and afford each recruiter an opportunity for a more private conversation.

### DPR Process

The DPR should be conducted individually with each recruiter. Start by setting some rapport with the recruiter. As previously mentioned, the RINC should use the DPR for an attitude check as well as a production review. Next, determine the status of eligible applicants previously recorded on the applicant log and analyze prospecting results. Determine what action, if any, needs to be taken, provide training, conduct counseling, or recommend an adjustment of the recruiter's activities. Make sure you lead the recruiter in the right direction and the recruiter's changes to the plan meet a specific objective. Summarize the DPR and close on a positive note. This is an overview. In the next paragraph we'll look at a step-by-step approach to the DPR.

### Steps of a DPR

There is no required sequence to the steps of a DPR as long as the RINC starts with some rapport and winds up with a summary and positive note. What happens in between will differ with each recruiter and situation.

**CHECK PROSPECT-CARDS ON NEW INTERVIEWS.–** Check the prospect-cards (P-cards) on new interviews for blueprinting documentation to include proper identification of the want, need, dominant buying motive (DBM) and basic enlistment eligibility requirements (BEERs). Make sure the next step in processing has been scheduled or disposition is completed. Make sure the recruiter asked for referrals and recorded the appropriate information on the station applicant log.

**CHECK STATUS OF PROSPECT/ APPLICANTS SCHEDULED FOR FURTHER PROCESSING.–** Make sure dates are verified and follow-up is being accomplished. Ask about the status of kit preparation, documentation, parental consent (if required), and any anticipated medical or classification problems.

**CHECK P-CARDS FOR FOLLOW-UP ON NO-SHOW APPOINTMENTS.–** Make sure an attempt was made to reschedule no-show appointments. If the prospect declined to reschedule, make sure the objection is listed and discuss the objection handling that was accomplished. Discuss ways to prevent future no-shows. Make sure the recruiter still asked for referrals.

**CHECK FOR FOLLOW-UP ON P-CARDS WHERE THE RECRUITER CONTACTED SOMEONE OTHER THAN THE PROSPECT.** – Make sure the recruiter asked for a best time to contact the prospect. Check to see if blueprinting was attempted and referrals requested. If the prospect was working, did the recruiter ask for the working hours and place of employment? If the prospect was attending school, did the recruiter ask about future plans and interests? Did the recruiter ask for referrals?

**CHECK P-CARDS WHERE CONTACT WAS MADE WITHOUT AN APPOINTMENT BEING SET.–** Check to see if the recruiter used the appointment power script. Ask the recruiter about the objection-handling sequence he or she followed. Discuss asking open-ended questions and make sure the recruiter asked for referrals.

**CHECK P-CARDS WHERE ATTEMPTS WERE MADE WITHOUT CONTACT.–** Make sure the phone number is correct. Discuss varying calling times and using DEP personnel to blueprint prospects. Suggest alternate ways to contact these prospects; for example, on a school visit or itinerary.

**CHECK P-CARDS OF DEP PERSONNEL.–** Check to see if contact was made with DEP cards loaded in this day's working tickler. Make sure the recruiter is rechecking BEERs, building rapport, and encouraging the DEP members to provide referrals. Discuss the DEP goals set and progress towards attainment. Check the card to make sure DEP awards and referral information is complete and up to date. If the recruiter does not contact the DEP member, yet contacts a family member, ensure the recruiter established rapport and asked questions.

**SCHOOL VISIT.–** If a school visit was conducted, review the school folder along with the P-cards for the day. Check to see if any interviews were conducted, follow-up contacts made, or DEP personnel contacted. Discuss the development of any new COIs. Check on referrals and discuss any other activities accomplished. Review the school folder for documentation, reschedule any missed activity, and discuss overall status of the school's will-grad goal.

If a school visit is scheduled for the next day, review what activities the recruiter has planned to accomplish. Help the recruiter set goals for meeting new COIs, contacting DEP personnel, getting referrals, and any other activities that could assist in the school canvassing program.

**ITINERARY.–** If an itinerary was conducted, review the itinerary data card, discussing each stop with the recruiter. Ask about new COIs, referrals obtained, and any DEP personnel that were contacted. Discuss what new Navy awareness activities were accomplished. Make sure new potential target market centers are being identified and evaluated. Ask if the recruiter feels the itinerary is effective and if not, what changes he or she would recommend.

If an itinerary is scheduled for the next day, review preprospecting efforts, check to see if any DEP personnel need to be contacted, and ask about cards without phone numbers that might be contacted on the itinerary. Help the recruiter set goals for PDC contacts, referrals, new COIs, and new Navy awareness efforts. Discuss the evaluation of potential target market centers, both old and new.

**ENSURE PRECISE DIRECTION AND UNDERSTANDING.–** As you summarize the DPR, provide very precise direction on future activities. This can be your direction or a reinforcement of the recruiter's plans. There should be no doubt in the recruiter's mind about what is to be accomplished the next workday as well as a long-range picture. Get feedback to check for understanding.

**END ON A POSITIVE NOTE.–** Whether your DPR has resulted in training, counseling, rescheduling of activities, or a pat on the back, it should always end on a positive note. Keep in mind that we are in the business of selling ourselves as well as the Navy. All recruiters should leave the DPR with the feeling that they can do that.

### ZS's DPRs

The ZS's DPR with each station is very much like the RINCs' DPR with their recruiters. ZSs need to tailor their DPR to the experience and skill level of the RINC. A DPR with a new RINC will undoubtedly be much more detailed than one with an experienced and successful RINC. The ZS is actually training the RINC by the questions that are asked. If the RINC does not have an answer, he or she will know that the question should have been asked during his or her own DPR. The following steps are provided for a detailed station DPR. You may want to tailor it for your own RINCs.

#### Check Status on All Carry-Overs

Interviews should have only been carried over if they are scheduled for processing. Check on their progress.

#### Check Status on All Interviews Without Disposition

Check the status of all previous interviews that have not contracted. Update processing schedules and identify delays.

#### Check on All Scheduled to Process

Review BEERs, waiver requirements, and any medical concerns, If applicable, check on parental consent, Inquire on kit completion and any documentation problems. Discuss anticipated classification concerns. If nuclear field (NF) qualified, check to make sure transcripts are in hand.

#### Check on Those Scheduled to ASVAB Locally

Determine if step-selling may be a problem with those applicants who are scheduled for Armed Services Vocational Aptitude Battery (ASVAB) only. Do they have the authority to buy? Is there a plan for follow-up once the test is administered?

#### Document New Interviews

New interviews that are eligible, committed, and consenting to further processing should be entered on the ZS's applicant log. Make sure the next step is firmly scheduled, Discuss strategy for follow-up.

#### Discuss New Interviews That Are Not Scheduled for Processing

Although interviews that have not consented to further processing are not kept on the ZS applicant log, you still need to find out more about them. Have the RINC explain the interview briefly. Discuss objection-handling and follow-up plans.

#### Discuss Prospecting Plan Status

Discuss prospecting plan status. Is the plan on track? Have adjustments been made, if necessary? Are there additional steps that need to be taken? This does not mean taking numbers; simply monitor progress. Ask about results of scheduled school visits and itineraries.

#### Check on Shippers

Check on remaining shippers for the month to make sure any problems are identified well in advance of the ship date.

#### Check on DEP Problems

Although RINCs should advise the ZS when problems arise within the DEP pod, it doesn't hurt to add this to your DPR. A quick question asking if any DEP problems have been identified can head off problems before they get a chance to grow.

#### Determine Station's Overall Status

Determine the station's overall status towards goal attainment. The ZS should know the average number of working applicants required per contract by each station. Compare their progress to the figures on the PATE sheet. Always know the number of days left in the month that MEPS will be open. Ask yourself if the station has enough applicants working to meet its objective with the remaining time. If not, ask for their plan to get on track.

#### Give Them the News

Remind the RINCs of upcoming visits and meetings. Update them on any NRD policy changes. Let them know how the zone is progressing towards zone goal. Share the successes of others.

#### Ask What They Need

Last, but certainly not least, ask your RINCs what you can do for them. What do they need and how can you help?

## PERSONALIZED RECRUITING FOR IMMEDIATE AND DELAYED ENLISTMENT

The Personalized Recruiting for Immediate and Delayed Enlisted (PRIDE) system is used throughout the recruiting command. The system is used for classification, accounting, analysis, and communications. You may not have access to most of these reports, but you should know of their existence. PRIDE reports are used to track attainments that affect what contracts you and your recruiters will be able to send to MEPS. As a member of the CRF community, you should become more involved with the NRD goals and attainments. The PRIDE system provides a wealth of district production information. In the following paragraphs we explain some of the programs and reports generated by this system.

### CLASSIFICATION PROGRAMS

The Navy classifier uses the PRIDE system to identify program goals and availability, reserve programs, and request Navy veteran (NAVET) programs.

#### Control File Report Programs

The control file report programs update as changes occur. CAGOAL is used for USN programs and CRGOAL is used for USNR programs. These programs provide the classifiers with enlistment program availabilities by district and show reservations made to date. Classifiers must stay within the availabilities not yet reserved. If a recruiter wonders why an applicant winds up with a reserve program, you can explain that the availability was on the CRGOAL.

#### Classification and Assignment Within PRIDE

Classifiers use Classification and Assignments within the PRIDE program (CLASP) to input information on applicants, make reservations, and request prior service waivers and guarantees.

- OCEAN/OCEANR – Classifiers enter the applicant's personal, medical, and moral qualifications along with occupational preferences into OCEAN or OCEANR, depending upon the availability from the CAGOAL or CRGOAL. The program then gives a list of available enlistment options from which the applicant may choose.

- ONBRD/ONBRDR – The ONBRD for USN and ONBRDR for USNR programs are used to make actual reservations for seats once the applicant has agreed to a program.

- Prior Service Programs, PRISE I, PRISE II, PREV – These programs are used for prior service applicants. PRISE I is used to request and reserve guaranteed duty assignments for prior service. PRISE II is used to request and reserve guaranteed school assignments for prior service. PREV is used to send waiver information to COMNAVCRUITCOM and request Recruiting Selective Conversion Reenlistment (RESCORE) change of rating reenlistments for personnel in overmanned ratings.

### ACCESSION FILE REPORT PROGRAMS

Accession tile report programs are updated based on reservations and cancellations made with the CLASP programs and goals input through special function programs. These reports are used to track goals and attainment. Information provided by accession file reports is vital to production planning and management.

#### SOLD Program

The SOLD program lists all reservations made by day. This report updates as reservations are made. The SOLD report run at the end of each day will show all new contracts and reclassifications for that day. The report can be run during the course of the day to see the progress of applicant classification.

## UNSOLD Program

The UNSOLD program lists all reservations that have been canceled by day due to attrition or reclassification. If a DEP member is reclassified, they will appear as a cancellation on the UNSOLD report, and as a new reservation on the SOLD report. This report updates as the action occurs.

## Net Contract Report

The net contract (NETCON) program is the number one management tool in recruiting. The report shows the DEP posture at the start of the month and a progression indicating where new contracts are being placed. It gives shipping and new contract goal and attainment. Every CRF member should be familiar with the NETCON. Figure 8-4 provides a sample NETCON. Let's take a line-by-line look at the information it provides.

**PART I.–** The information in this section of the NETCON is always as of the first day of the month. It remains the same during the course of the month. Information is listed for a rolling 13 months. Shipping and new contract goals are estimated for the upcoming fiscal year if they are not yet available.

- NC OBJ – This is the new contract objective for each of the 13 months with a total.

- GOAL – This is the shipping goal for each month with a total.

- DEP – This row reflects the number of people in DEP for each of the 13 months with a total. Reminder: This number is as of the first day of the month and will not change as the month progresses.

- DEFICIT– This row reflects the difference between the goal and the DEP for each month. This is the number of shippers needed for each month as of the first of the month.

**PART II.–** NC TRGT stands for the new contract target and indicates the current month's new contract placement targets. This number is input using a PRIDE program called the Update New Contract Goal (UPDNCG) program. Some may remember the old Tab E and similar systems used to target the DEP placement of new contracts.

NETCON

NRD/AREA XXX SAMPLE

TOTAL NAVY

MON YR CUMULATIVE NET CONTRACT PLACEMENT/DEP POSTURE AS OF DD MON YR AT XX:XX

| | OCT | NOV | DEC | JAN | FEB | MAR | APR | MAY | JUN | JUL | AUG | SET | OCT | TOT |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| NC OBJ | 150 | 156 | 130 | 165 | 156 | 160 | 140 | 130 | 164 | 165 | 169 | 159 | 150 | 1994 |
| GOAL | 121 | 148 | 160 | 161 | 174 | 167 | 160 | 145 | 169 | 157 | 144 | 140 | 121 | 1967 |
| DEP | 118 | 146 | 125 | 113 | 126 | 102 | 55 | 15 | 75 | 94 | 58 | 8 | 0 | 1035 |
| DEFICIT | 3 | 2 | 35 | 48 | 48 | 65 | 105 | 130 | 94 | 63 | 86 | 132 | 121 | 932 |
| | | | | | | | | | | | | | | |
| NC TRGT | 3 | 0 | 11 | 0 | 0 | 20 | 25 | 25 | 15 | 20 | 11 | 20 | 0 | 150 |
| | | | | | | | | | | | | | | |
| N/C | 2 | 2 | 9 | 14 | 1 | 1 | 11 | 9 | 6 | 1 | 18 | 23 | 0 | 97 |
| DN/C | 2 | 0 | 1 | 1 | 0 | 0 | 2 | 1 | 0 | 0 | 0 | 0 | 0 | 7 |
| TOTAL | 122 | 148 | 135 | 128 | 127 | 103 | 68 | 25 | 81 | 95 | 76 | 31 | 0 | 1139 |
| DEP | 100.8 | 100.0 | 84.4 | 79.5 | 73.0 | 61.7 | 42.5 | 17.2 | 47.9 | 60.5 | 52.8 | 22.1 | 0.0 | 57.9 |
| ATT | 1 | 0 | | | | | | | | | | | | |

DSO: 66 DSO NC ATTN: 56 DSO NC ATTN%: 84.8 DSO NC REMAIN: - 10
NC OBJ: 150 NC ATTAINMENT: 104 PERCENT ATTN: 69.3 NC REMAINING: - 46
MUMG G: 80 A: 58 BUMG G: 17 A: 11 FEMT G: 22 A: 18 CSM A: 1
FUMG G: 17 A: 17 TUMG G: 97 A: 75 HUMG G: 10 A: 6
SHIP/DAYS LEFT: 8 ONE NAVY 0.12 P/DAY N/C 6.62 P/DAY Y-DN/C 9

**Figure 8-4.–Sample NETCON report.**

**PART III.–** This section is updated as indicated throughout the month. It gives numbers and percentages for contracts and placements.

● N/C – This row indicates net contracts attained for each of the 13 months counted from the beginning of the first month displayed until 0001 of the current day. In other words, it reflects contracts for the month up to close of business the day before the report is run.

● DN/C– These numbers indicate the net contracts attained for each of the 13 months counted from 0001 of the current day until the report was requested. This is today's net business. A negative number indicates at least one attrite was taken from the month in which it appears.

● TOTAL – This row shows the total contracts this month placed in each of the 13 months. It is the sum of N/C + DN/C + DEP.

● DEP – These numbers indicate the total monthly contracts as a percent of the monthly goal. It equals TOT/GOAL.

● ATT– This number indicates the difference between the first 2 months' total contracts attained and the first 2 months' goal. It equals GOAL-TOT. A negative number indicates the month's attainment is below the month's goal. A positive number indicates the month's attainment is over the month's goal.

**PART IV.–** This section of the NETCON provides goals and attainment of new contract and DEP slope objectives. It also contains per day requirements based on the number of working days left in the month.

● DSO – This indicates the DEP slope objective for the month. It also lists the DSO attained, percentage, and number remaining to meet the objective.

● NC OBJ – This month's new contract objective, the same as NC OBJ on the first line, part I.

● NC ATTAINMENT– The number of net new contracts written this month up to the time of this report. This number equals the total column of N/C and DN/C added together.

● PERCENT ATTN – This is the percent of the NC OBJ that has been attained so far this month.

● NC REMAINING – This is the number of net new contracts left to attain the NC OBJ.

● MUMG G AND MUMG A – The male upper mental group goal and attained for the month.

● BUMG G AND BUMG A – The black upper mental group goal and attained for the month.

● FEMT G – The total female goal for the month.

● CSM A– The total number of compensatory screening model attained for the month.

● FUMG G AND A – The female upper mental group goal and attained for the month.

● TUMG G AND A – Total upper mental group goal and attained for the month.

● CSM A– This month's attained compensatory screening model enlistments.

● HUMG G AND A – Hispanic upper mental group goal and attained for the month.

● SHIP/DAYS LEFT – The number of days left to meet shipping objective for the month. Normally the number of days MEPS will be open for business. Does not take into consideration local MEPS training days and Saturday MEPS opens.

● ONE NAVY P/DAY – This is the number of shippers per day needed to meet shipping goal as of 0001 of the day the report is requested,

● N/C P/DAY – This is the number of new contracts needed per day to meet new contract objective.

● Y-DN/C – The net new contracts attained yesterday.

**Accession Quality Program**

The Accession Quality (ACQAL) program is used to evaluate in-month accession quality. The report shows the numbers shipped and left to ship for the month.

**DEP Quality Program**

The DEP Quality (DEPQAL) program shows DEP quality for in-month and out 12 months. The report shows placement of all in-month new contracts by quality.

**DEP Quality Fiscal Year Program**

The DEP Quality Fiscal Year (DEPQFY) program is used to show DEP quality for the current or next fiscal year, depending on which is requested.

**REPORT Program**

The REPORT program, often referred to as your shipping list, shows applicants scheduled to ship by cycle. It is run by the classifiers or statistician for the next month to verify the DEP pool. This report updates as reservations are made. ZSs should receive a copy of REPORT monthly to validate shippers for the following month.

**SPECIAL FUNCTION PROGRAMS**

PRIDE also includes several special function programs designed to provide information on policies, programs, personnel, goals, reservations, and cancellations.

**NEWZ Program**

The NEWZ program is used to issue changes in program policies, Commander, Navy Recruiting Command (CNRC) policy changes, waiver status, and urgent information that the Area wants to dispatch to NRDs. The NEWZ should be run at least daily to get updates.

**PERSON Program**

The PERSON program is used to add, delete, or modify information on recruiters attached to the NRD. Recruiters must be entered in the PERSON file before they can write a contract.

**Goaling Letter Program**

Areas use the goaling letter (GOALLT) program to input goals into PRIDE by NRD. Goals are updated monthly by the actual written goaling letter.

**Reservations by Cycle Program**

The Reservations by Cycle (RESCYC) program shows the number of seats reserved by NRD by shipping cycle and program.

**Update New Contract Goal Program**

The UPDNCG program is used to update the NRD new contract objective and input new contract targets.

**Attrite Report Program**

The Attrite Report (ATRRPT) program shows in-month and out-month attrites and roll-outs.

**Attrite See Program**

The Attrite See (ATRSEE) program lists DEP personnel by name who were counted on the ATRRPT for the current month.

**QUEST Program**

The QUEST program checks for applicants who have multiple reservations and those who have been in DEP over 1 year. The program shows potential problems within a district's DEP pool. It is an extremely useful tool to use when determining DEP integrity.

**WAIVER AND ATTRITION ANALYSIS**

Time is one of our recruiters' most valuable assets. The applicant at MEPS or DEP member represents an investment of countless hours of recruiting evolutions. Recruiting supervisors must make sure these investments are paying off. Waiver and attrition analysis are management tools that can help the supervisor pinpoint a variety of potential production and processing problems.

**WAIVER ANALYSIS**

Supervisors should analyze waivers to monitor quality, maintain integrity, and ensure the good use of recruiters' time. There is not a prescribed format for the analysis, but the following paragraphs highlight factors to consider and describe potential problem identification.

### Waiver Analysis Factors

The most important factor to consider is the waiver approval rate. If a station is submitting many waivers that are not being approved, there is an obvious problem. A station with a large number of waivers, but equally high approval rate, may not have a waiver problem at all. Each territory needs to be evaluated separately to determine what proportion of contracts from waivers would be acceptable. Determine what percentage of the station's total contracts are waivers and see if the number falls within the acceptable limit you have set. Another factor to consider is the types of waivers being requested. Waivers that may be approved at the NRD level have a better chance of resulting in a contract than one that must go to higher authority. Not only is the reason for the waiver usually more serious when higher approval authority is required, but they take longer. Long waits can often mean loss of applicant interest. Time considerations must also be a factor in your waiver analysis. How much time was actually expended on the applicant? Is the time justified?

### Potential Problem Identification

Once you have made a tally of the factors involved in your analysis, you need to look for significant trends that may signal potential problems that will require further training.

**LOW APPROVAL RATES.–** Low approval rates may be the result of poor blueprinting. Find out if waiver requirements were identified before processing was started. Low approval rates may also mean that the recruiters and RINC are unfamiliar with command expectations. Discuss the "whole person" concept with RINCs to evaluate their understanding. A low waiver approval rate shows wasted time on undesirable applicants.

**HIGH PERCENTAGE OF WAIVERS.–** Stations consistently requesting a high percentage of waivers may not be prospecting the quality market. Check applicant logs to see where most of these waivers are coming from. The cause may be territory specific. There are some areas where applicants will be more likely to require a waiver than others. You must know your territory to make this judgement. Check past production and waiver information and compare notes with the other services. Compare with attrition information. If no other problems surface, no action needs to be taken on the high percentage rate.

**LOW PERCENTAGE OF WAIVERS.–** A low percentage of total contracts requiring waiver may also signal potential problems. Check for effective blueprinting. You want to make sure the low percentage is not a result of missed waiver requirements. Talk with the RINC to ensure recruiters are not unnecessarily restricting enlistments because they do not want to request a waiver. Compare to attrition figures. Low waiver percentages coupled with high attrition percentages should be a red flag.

## ATTRITION ANALYSIS

Attrition analysis is conducted to identify factors that contribute to statistically higher attrition. This information is used to identify personnel in DEP with greater attrite potential so that preventive steps can be taken. Attrition analysis can also identify possible processing or DEP management problems with a station or individual recruiter. The bottom line is to reduce attrition and improve effectiveness. The benefits of reducing DEP attrition are obvious, as it affects our net attainment. Not so obvious, but of just as great an impact, is recruit training center (RTC) attrition. Recruiters need to understand RTC attrition hurts their efforts in several ways. First, we will have to make up RTC attrition in the long run. National goals take into account current attrition rates. Secondly, RTC attrites can make a serious negative impact on return to the community. RTC attrites are usually not pro-Navy and rarely accept responsibility for their discharge. This negative publicity is not going to help your recruiting efforts. Reducing both RTC and DEP attrition should be a continuous goal of every recruiting supervisor.

### Conducting Attrition Analysis

The first step in your attrition analysis is to look at the percentage of DEP and RTC attrites for the station. The analysis is conducted separately first, then information is used together for complete problem identification. Find out what the NRD and national average attrition rates are and strive to stay below them. The next step is to consider the following factors for each attrite:

- Reason for the attrite – Many refused-to-ship attrites may signal a sales or DEP management problem. Many medical attrites may signal improper blueprinting methods. If you find a significant number of waivers for the same reason, look for a common problem.

● Recruiter/territory – Check to see if one recruiter or territory is having more than a fair share of the attrition. The problem may be lack of training or a territorial difficulty.

● Length of time in DEP – Divide DEP time into 3- or 4-month intervals and plot out the attrites. Determine which time frame is resulting in the most attrites. Long periods in DEP may result in a waning of interest if DEP management efforts falter. Short DEP periods may leave the recruit unprepared for shipping to RTC.

● DEP involvement – Besides the length of time in DEP, check on the depth of DEP involvement. Did the attrite attend DEP meetings? Were required DEP contacts made?

● BEERs factors – Look for similarities in BEERs factors such as age, education, police involvement, drug abuse, and pre-existing medical problems.

● Sex – Determine if attrition percentages are significantly different for males or females.

● Program – Check to see if program is a significant factor. Are more attrites coming from nonschool guarantee program or longer enlistment requirement programs?

● Waiver – Determine if a significant portion of the attrites required waivers for enlistment.

● Identification – For DEP attrites, find out when the attrite was identified. All attrites should be identified as soon as possible. If in-month attrition is significantly high, take a look at DEP management. BEERs and motivation should be checked during every DEP contact.

**Using Your Analysis Factor Information**

As with the waiver analysis, the attrition analysis will help recruiting supervisors identify potential problems that reduce the effectiveness of their teams. Look for trends in the factors we discussed. Do some factors seem to be common to more attrites than others? The idea is to paint a picture of the DEP member most likely to attrite. We do this not to avoid enlisting these types of individuals, but to identify those in DEP who may need greater attention and motivation. We are also looking at potential training requirements in the station. The analysis information is only the beginning. Once you have identified potential problems, you need to dig in. First, talk with the RINC and/or recruiters involved. Get their opinions, possible problems, and solutions. Check P-cards for all attrites, conduct DEP executive phone calls, observe DEP and recruiter interaction, and attend DEP meetings. This hands-on problem identification will enable you to plan appropriate training.

## DELAYED ENTRY PROGRAM LEADERSHIP

Successful recruiters know that the customer relationship does not end with the sale. They realize that the relationship only begins with the sale. Beyond being simply a sales agent, recruiters must grow into a sustaining resource for their customers who are now members of the DEP. Effective DEP leadership must meet two main objectives: train and motivate DEP members and generate referral activity. A strong, motivated DEP provides a major source of prospects. A poorly organized DEP is detrimental and fosters attrition. The *Delayed Entry Program* (DEP) *Management Manual,* COMNAVCRUITCOMINST 1133.7, provides in-depth information on DEP leadership responsibilities, conduct of DEP meetings, and training materials. This instruction should be used as a source for all DEP leadership training.

### DEP LEADERSHIP RESPONSIBILITIES

DEP leadership is a responsibility at every level in our chain of command. The recruiter is responsible for maintaining and recording contacts with DEP members, providing them with a list of items to bring and not to bring to MEPS when reporting for active duty, updating the DEP members on Navy information and monitoring eligibility requirements during the DEP period. The RINC is ultimately responsible for scheduling all NRS DEP meetings and implementing and operating the NRS DEP. The RINC also makes sure the DEP status board is prominently displayed and up to date. The ZS identifies and trains to weaknesses and deficiencies to reduce or eliminate DEP attrition. The ZS must conduct DEP executive telephone screens each month. The ZS also provides the CR with a monthly zone DEP meeting schedule and assists in presenting lectures and awards at those meetings. The CR attends a minimum of one DEP meeting each month and assists in DEP award presentations. The commanding officer (CO), executive officer (XO), and enlisted programs officer (EPO) each attend a minimum of one DEP meeting each month. The CO also ensures one meeting in each zone is attended by either the CR, EPO, XO, or CO.

## POSITIVE REINFORCEMENT

When new DEP members finish at MEPS, they have just made a big step in their lives. For some, it represents the first major decision they have faced. It must be positively reinforced, immediately and throughout their DEP period. The recruiter should meet the newly sworn-in DEP members at MEPS or the NRS, if possible. Reinforce and congratulate their decision to join the Navy and the program they selected. Explain to new DEP members that they may encounter some negative responses to their decision. Offer to meet with the DEPper and any individual providing negative input to clear up any misconceptions. Those individuals who decline to attend will lose credibility. If they do agree to a meeting, be careful not to challenge anyone's beliefs. Use your sales training. Within 72 hours after processing, the RINC and recruiter should meet with the new DEP member. Include parents, spouse, or guidance counselor when possible. Have the new DEP member come to the office for indoctrination. All recruiters in the office should congratulate new DEP members. Take their pictures, add their name to the DEP status board, and generally make a big production. After they have been welcomed to the Navy team, conduct the DEP indoctrination. Present them with DEP handouts and a schedule of DEP meetings and provide information on DEP requirements and referrals. Always treat DEP personnel as sailors. Don't use them for the dirty work. Instead, show them the importance of assignments and provide motivation to contribute to the recruiting mission.

## WARNING SIGNALS

Supervisors should always be alert to warning signals of ineffective DEP leadership. Some include high DEP or RTC attrition, numerous roll-outs and reclassifications, and a decline in DEP referral contracts.

## PREVENTIVE MAINTENANCE

These warning signals are usually the result of DEP mismanagement over a period of time. Let's take a look at some preventive maintenance that can preclude these more drastic warning signals.

### Check Prospect Cards

Check P-cards to ensure two required contacts are made each month, at least one of which is face to face. Look at DEP meeting attendance. Check the card for referrals and awards.

### Check for Referrals

Besides each DEP member's P-card, check for referrals on the DEP status board and make sure a recruiting recognition request form has been initiated.

### Attend DEP Meetings

RINCs should always attend station DEP meetings. They may be run by the recruiters, but the RINC should be there. The ZS should attend as many zone DEP meetings as possible. This should be accomplished whether there are identified DEP leadership problems or not. Observe the operation of the meeting. Is there a professional atmosphere? Are military titles being used instead of first names? Is training conducted? Was the material presented in an interesting manner? Was a schedule or agenda followed? What percent of the DEP members were in attendance? What kind of enthusiasm was shown during the meeting? Were DEP members asked for and did they provide referrals? Were any guests in attendance? If so, were they introduced and made to feel welcome? The question that needs to be answered is, "Would I continue to attend DEP meetings if I were one of these DEP members?"

### Executive Telephone Screening

ZSs must conduct an executive telephone screening with 25 percent of each station's DEP members each month. A script to use for executive telephone screenings can be found in the *Science and Art of Navy Recruiting Manual,* COMNAVCRUITCOMINST 1133.6. The telephone screening script is designed to identify potential problems with individual DEP members as well as overall DEP operation. DEP personnel who cannot answer your questions are not well briefed and will likely be ill-prepared for active duty.

**Use Report Program**

Each month, the district should provide ZSs with an updated copy of the REPORT program printout which is a shipping list. ZSs should verify their shippers by name with each RINC. Most districts use a DEP update sheet that the member fills out to answer updated BEERs questions. These can be checked off against the REPORT printout as they are received.

**Interviewing Potential Attrites**

Potential attrites must be brought to the attention of the RINC, ZS, and NRD chain of command as soon as they are identified. An interview should be scheduled starting with the RINC and advancing up the chain of command, if required. Before you meet with a potential attrite, carefully review all blueprinting information available on the P-card and talk with the recruiter of record. When talking with potential attrites, calmly ask open-ended questions to determine the nature of the problem. Determine what assistance the recruiter is providing. Do not attempt to overcome any objections over the phone. You need to schedule a face-to-face meeting. On meeting with the potential attrite, continue to blueprint to determine if the problem can be resolved. You may have to use stronger than usual blueprinting techniques at this point as some potential attrites have had a change in eligibility that they may not want to reveal. Review want, need, and dominant buying motive. People's priorities and plans do change. For example, the DEP member may have originally been sold on travel and excitement but now has decided that an education is more important. Use sales techniques to resell and remotivate the potential attrite. Coercion should never be employed to save a shipper.

**DEP Events**

Monthly DEP meetings are required and should be used for training and referral generation. Other events can add to the effectiveness of your DEP. The following ideas are only a start. Have your recruiters suggest what events they might like to conduct. Then ask the DEP personnel what activities they would like to be a part of.

**DEP FAMILY NIGHTS.–** DEP family nights have proven to be an asset to DEP programs. A meeting is held with all DEP members and their families are invited. Topics that are normally covered include recruit training, Red Cross emergency liaison, educational benefits, pay and allowances, medical and dental benefits, and referral recognition programs. Guest speakers might include the chain of command, recruit company commanders, Red Cross military representatives, health benefits advisors, and recent recruits who are home on leave. Invited guests can include undecided prospects and their families, educators, or potential COIs. Serve refreshments and make the presentation as organized and professional as possible. These family nights can go a long way in calming the fear of the unknown in the minds of DEP members and their families. After a detailed discussion of DEP advancements for referrals, don't be surprised if parents start calling with names and numbers. They may realize the advantage of the advancement more clearly than their offspring. These DEP family nights are most effective as zone functions if logistics will permit. This increases attendance, creating confidence in numbers. It also provides more efficient use of guest speakers.

**CENTER OF INFLUENCE EVENTS.–** Funds are available for the entertainment of COIs. Invite COIs who have been helpful as well as those you are beginning to cultivate. Civic and business leaders, educators, members of professional groups, groups of prospective Navy applicants, high school coaches, media representatives, high school or college students identified as leaders, and other influential groups all qualify for invitation to COI events. Approval for COI events must be obtained in advance from the cognizant Commander, Navy Recruiting Area (CNRA). No event should exceed $1,000, with a per person limit of $7 for breakfast, $8 for lunch, and $11 for dinner. Contractors must agree not to charge for no-shows. A Navy disbursing office will make payment directly to the vendor for approved events. Recruiters may not fund these events themselves and seek out-of-pocket-expense (OPE) reimbursement.

**REGULAR DEP EVENT.–** Regular DEP events are informal gatherings that require advance approval by the cognizant CNRA. DEP functions are limited to a maximum of $500, not to exceed $8 per person. As with COI events, purchase orders are required for contracting regular DEP events, contractors must agree not to charge for no-shows, and all payments are made directly to the vendor by a Navy disbursing office. Immediate family members are authorized a one-time attendance at regular DEP events requiring funding.

**MINI-DEP EVENTS.–** Almost any outing can become a productive mini-DEP event. Ball games with other DEP pools (Navy or other service) can build team concepts and foster camaraderie. Potlucks, picnics, and pizza parties all provide an opportunity to reinforce team and family values important to the Navy. The recruiter sponsoring the mini-DEP event may file an OPE claim for reimbursement of food items purchased. The claim must be submitted with a copy of the mini-DEP event request and approval form as justification for exceeding the normal OPE limit. Mini-DEP events are limited to a total cost of $75 per event and must be approved in advance by the NRD CO.

## TIME MANAGEMENT

No chapter on management systems could leave out the subject of time management. As mentioned earlier, time is one of our most valuable assets. Managing your time in the recruiting environment can be even more challenging than other supervisory positions due to the geographical area to be covered and the diverse background of personnel assigned. Another challenge faced by recruiting supervisors is training our recruiters to make the wisest choices for the use of their time. We must make sure our recruiters understand that time is a very large factor in all work. The management of time greatly affects our quality of life. An author going by the single name Seneca wrote, "We are always complaining that the days are few, and acting as though there would be no end to them." Getting control of the timing and content of what you do is the goal of effective time management.

### THE ABCs OF TIME MANAGEMENT

The ABCs of time management refer to the prioritizing of tasks to ensure the most important get the first attention. We'll look first at the original ABCs of time management and then look at a version just for recruiting.

#### Original ABCs of Time Management

The original version of the ABCs of time management prioritizes all tasks into three groups:

A – The highest priority includes important and urgent tasks that must be done immediately.

B – Priority items that must get done soon.

C – Less important tasks that are not urgent and can be done at your leisure.

The idea of the ABC method is to divide tasks and tackle them by priority. Get right to the A tasks. Once they are completed, start on the B list. If you still have time left over, handle a few of the items on your C list. This way you will get the most important jobs done first.

#### Recruiting ABCs

The ABC method of time management adapts well to recruiting life. The recruiter needs to plan prospecting, processing, and time off for revitalization. Initially, prospecting is on the A list, processing is on the B list, and time off is on the C list.

A – Prospecting

B – Processing

C – Time Off

Train recruiters to understand that as the A priority is accomplished, it moves to the bottom of the list in the C position and the other two move up one step. When prospecting is accomplished it becomes a C. Processing becomes our new A priority, with time off now in the B position.

A – Processing

B – Time off

C – Prospecting

When processing is accomplished, time off takes on the A priority with prospecting and processing following.

A– Time off

B – Prospecting

C – Processing

After the recruiter has enjoyed time off, the ABC list returns to the original order. This model is simplistic, but realistically shows the recruiter that prospecting must happen first so we have someone to process, and there is a way for time off to take on top priority. It also shows that recruiting is an ongoing evolution. There must be a continual cycling of efforts to remain successful.

## AVOID SUPER-RINCING

Both the RINC and ZS can become guilty of super-RINCing. What does it mean? The RINC who takes on the problems of every recruiter and the ZS who takes on the problems of every RINC are equally guilty of super-RINCing. It might be easier to understand the concept if we follow a mythical ZS around for 1 day.

### Super-RINC Scenario

Chief Taylor is extremely conscientious and goal-oriented. He believes he is the best person around for solving problems and leading his troops. Chief Taylor starts his day by delivering some medical prescreening forms to Station A, as the RINC had called last night to say they were out and she had a kit to prepare this morning. While there, the RINC tells the Chief, "We have a problem. I think two shippers for next month are getting cold feet." Chief Taylor is in a bit of a hurry, so he tells the RINC that he will get back to her later in the day. The RINC breathes a sign of relief as her problem is now in the hands of the ZS and requires no further worry on her part at this point. The ZS arrives late at his first scheduled station visit of the day. The RINC at this station tells him they are having problems getting access to one of the schools in their territory. Chief Taylor says he will call the education specialist (EDSPEC) and schedule a time for them both to meet with the principal.

Before they can discuss it further, the phone rings and it is yet another RINC calling for the ZS. The RINC starts with, "We have a problem, Chief. You know that NF-qualified applicant I have scheduled to contract tomorrow? Well, he's balking right now in my office. I was wondering if you could swing by and talk to him?" Chief Taylor, always ready to come to the rescue, says sure, he can make it in 30 minutes. The scheduled station visit is abandoned and the Chief is on his way to Station C. The Chief can't quite talk the applicant into going to MEPS tomorrow, but he does agree to meet with him again next week. Come Saturday, Chief Taylor is in his office trying to catch up on all the work that had been planned earlier in the week. He wonders why nothing ever happens as he plans it. Meanwhile, RINCs A, B, and C enjoy a family picnic in a local park. The conversation turns to work as it usually does and the following comments are heard: "Chief Taylor is a nice guy, but he takes forever to get back to you on anything. I've been waiting all week for him to schedule a visit at Hickory High School." "I know just what you mean. He hasn't taken care of two shippers of mine that he's supposed to be talking to and they ship next month." "That's nothing, I had a NUC scheduled for this week. Then Chief Taylor talked to him and now they're going to talk again next week before the kid will do anything."

### Who Is Working For Whom?

Just who is working for whom in this scenario? These RINCs have been trained to think of station problems as "our problems," sharing them with the ZS. The subordinates effectively assigned their problems to the supervisor. By taking possession of the problems, the ZS is now working for the RINCs. The same scenario happens in many stations. These RINCs take on the problems of every recruiter. They become overwhelmed with tasks that should have been handled by the recruiters. Super-RINCing just cannot work for the long term. You may remember an article by William Oncken, Jr. and Donald Wass that was used in several Navy leadership schools entitled *Who's Got the Monkey.* Every problem, required action, or decision was called a monkey. The article detailed how easy it becomes for those monkeys to leap from one back to another. This, in effect, is what Chief Taylor allowed, and even encouraged to happen. You may think that your subordinates' problems are your problems. That is true to a certain extent. However, the reason for their positions is to take care of that potion of your problems. So, how do we avoid super-RINCing? A few simple rules will go a long way in returning ownership.

### Return Ownership

During a ZS training course, each ZS was asked, "How many stations do you have?" Each ZS responded with a number ranging from four to eight until it came to one who responded, "I don't have any stations. I have one zone and I train and lead six RINCs who each have a station." That is the attitude that we want to reinforce. RINCs should believe that everything in their station is their responsibility; they own it all. Station ownership is one of the most important ingredients to a RINC's success. If you have instilled this sense of ownership, they will be more likely to take the initiative to solve their own problems. Sometimes problems are fleeted up just to avoid decision making. The applicants aren't the only ones who sometimes hate making decisions. When presented with a problem, make sure the bearer realizes who actually owns it, now, and when your conversation is concluded. Of course, you can set time aside to help the RINC arrive at a joint decision, if necessary. More often than not, when faith and confidence are displayed in their ability and they are reminded who owns the problem, RINCs will determine their own corrective action.

### Don't Let Fire Fighting Become a Full-Time Occupation

We've all heard the expression, "I've been putting out fires all day." We can never recoup time spent putting out fires. So, we spent all day fighting fires, only to have tomorrow start out 1 full day behind schedule. Because we are behind, everything must be rescheduled, which requires more time not previously planned. Pretty soon, it becomes a vicious circle because all of those things put off until the last moment due to fire fighting have now become fires of their own. When it goes too far, the supervisor either gundecks what is behind schedule or just throws in the towel altogether. Before dropping everything to rush to the fire scene, ask yourself whose training time is being consumed. Give your subordinates credit for their intelligence and abilities. Ask them what they feel they should do to correct the problem.

### Delegate Whenever Possible

Delegating is a skill required of all supervisors. We can never delegate responsibility, but we should do some delegating of duties. Not only is it necessary for effective time management, it is a necessary part of our training program. Every zone should have an assistant ZS and every multiple-person station should have an assistant RINC. Besides acting as the supervisor in his or her absence, assistant RINCs should be assigned some duties as part of an ongoing training evolution. Plan time to follow up on delegated duties to ensure training has been effective.

### Use Your Planner

In a previous chapter, we discussed the ZS monthly planner/itinerary and the station planner. The RINC and ZS should realize that their time must be planned just as efficiently, perhaps more so, than the recruiters'. Leave some time on your planner open for flexibility. You may have to provide some unexpected training to help one of your RINCs solve a problem.

### From Super-RINC to Effective ZS

Let's take another look at Chief Taylor after he acknowledges some basic ideas of time management and sound leadership. He has now set some ground rules for the RINCs to follow. He takes no calls other than emergencies during the hours from 1000 to 1400. These hours are dedicated to RINC training at scheduled station visits. Routine problems are now handled during the time allotted for the DPR with each RINC. He has also made sure the RINCs understand that their problems are just that – their problems. And that they will still be their problems after discussing them with him. He will gladly schedule time to train and advise, even to work out a joint decision, but the problem will remain the RINCs'. The same day now looks quite different. Chief Taylor arrives on time for his first station visit of the day. He never knows that Station A ran out of medical prescreening forms because the RINC took the initiative to swing by another NRS and borrow some until her next supply run. The station visit goes well. The RINC was having trouble getting access to one high school. Chief Taylor provided training and had the RINC schedule a joint school visit for the recruiter, RINC, and ZS during the next scheduled station visit. In the meantime, the RINC has a alternative plan for identifying the high school's market.

The remainder of the visit was spent with the RINC and the newest recruiter on a scheduled itinerary. Chief Taylor was pleased that the previous month's training had paid off and the new recruiter was becoming proficient in PDCing and obtaining referrals. After returning to his office, he finds out the NF-qualified applicant scheduled for tomorrow may be a problem, but the RINC outlines what steps he has taken to resell the applicant. Chief Taylor offers a few more ideas and tells the RINC to keep him posted. During production review with Station A, he finds that two of next month's shippers are getting cold feet. He discusses strategies with the RINC. She tells him she has appointments with both the following day and will incorporate the ZS's ideas to resell the DEPpers. She will report the results to the ZS during tomorrow's production review. After production reviews are done, Chief Taylor completes scheduled paper work and goes home. The weekend finds the entire zone, including Chief Taylor, enjoying a family picnic and celebrating the success of the month.

## DIVISION OFFICER PLANNING GUIDE

In addition to your required planners, you may want to order a division officer planning guide from supply. These guides are extremely helpful as ticklers for general military dates and deadlines. They also contain helpful reminders for providing feedback to subordinates.

## ZS PLANNING TICKLER

Appendix II provides a planning tickler for ZSs. Many items on the list can be used at the RINC level as well. ZSs can use the tickler as it is or transfer the information to index cards to make their own working tickler file. The tickler can help save you from last-minute projects that interfere with a well-planned schedule. You can undoubtedly add items to the planning tickler to make it work better for you.

## HELPFUL HINTS FOR IMPROVED TIME MANAGEMENT

Time is a great equalizer of people. No one has more of it than anyone else. Some, however, have learned to make better use of their allotment than others. Time must be viewed as a valuable commodity. Once used up, it cannot be regained. The good news is each day will bring a renewed resource and we can learn to make wiser choices for its use. The following hints are provided as food for thought:

- Make a "to-do" list for tomorrow before you secure each day.
- Prioritize each item on your list by importance and urgency.
- Determine if any of the activities can be delegated.
- Set a starting time for projects on your to-do list.
- Don't procrastinate.
- Try doing unpleasant tasks first to get them out of the way.
- Avoid distractions that eat up your time.
- Don't let paper work pile up. Leave a clean desk each day. Free yourself from clutter. Get rid of what you don't need.
- Handle incoming paper only once; act on it, file it, or throw it away.
- Keep organized files so you won't waste time finding what you need.
- Control your telephone and socializing time. Don't be shy about telling others that you are busy.
- Don't put off decision making. Small matters should be decided on quickly. Larger issues may need time for research, but don't delay the decision after you have the necessary background. You are not only wasting your time, but possibly your subordinate's as well.
- Complete one task before you start another.
- Don't overcommit yourself.
- Identify sources of wasted time and make a plan to reduce or eliminate them.
- Use the most efficient method of communication. Don't plan a meeting if a memo or phone call can serve your purpose.
- Do it right the first time. Band-aid fixes usually wind up costing more time later.
- Develop effective listening skills and use the feedback loop to ensure understanding of tasks assigned to and by you.
- Set clear-cut goals and make sure activities planned contribute to their attainment.
- Simplify your work, whenever possible. Combine tasks, reduce the frequency, change the order of steps, and eliminate unnecessary steps or the task itself if feasible.